

S E C R E T

28 FEB 1972

Executive Director

72-861/2

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT: Your 18 February Memorandum on
the IG Survey of IRS

1. I welcome your invitation to add my comments to your notes on the IG Report of Survey of the Information Requirements Staff. Let me, first, set the perspective for my remarks by recalling that the stated mission of the Clandestine Service is, in the words of NSCID-5, "espionage and clandestine counterintelligence abroad to meet the intelligence needs of all departments and agencies concerned" -- not, I would point out, just the needs of the production offices of CIA. From that perspective, the Clandestine Service, and particularly the FI Staff, has a close and fruitful relationship with IRS and particularly with its Human Resources Group in regard to requirements of and subsequent assessments by the production offices of CIA.

2. IRS provides requirements from DDI and DDS&T to the Clandestine Service. We deal directly with other agencies and departments on both IPC and ad hoc requirements. We receive and accept or reject requirements from IRS for DDI/DDS&T just as we do from INR for State and from DIA for Defense. For its requirements registry, we do, however, send IRS information copies of requirements we accept from other agencies. In addition, IRS lends valuable assistance to FI Staff in obtaining assessments from DDI/DDS&T analysts. We independently procure similar assessments from State, Defense, or other consumers.

3. Since it is concerned with DDI requirements for and evaluation of human source collection, the Human Resources Group (HRG) of IRS is the principal point of contact for the FI Staff of DDP. Under [redacted], HRG has been most helpful especially in our attempt to obtain meaningful CIA assessments of CS Production. As IPC member for CIA, [redacted] has been helpful in

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25X1 formulating requirements. He and his assistant, []
25X1 [] also played an indispensable part in helping launch
a new mechanism for random sampling of CS reports.

25X1 4. The Programs Guidance Group (PGG) of IRS under
[] seeks all-source evaluations and is
undoubtedly attractive to management and budget officers
who seek cost-effective comparisons between systems.
Although PPG reports usually reflect favorable DDI and
DDS&T comments on CS reporting in comparison with other
human source collection, there may be more difficulty in
drawing conclusions about resource allocation between
technical and human source collection. In any case, con-
clusions on CS reporting should not be based merely on
CIA inputs to assessments, and PPG/IRS, being a DDI of-
fice, cannot but put emphasis on satisfaction of DDI
production responsibilities and not necessarily on White
House, State or Defense needs. Other agencies also use
CS reports, not only in publications or indexed intelli-
gence production, but as contributions to policy consid-
eration, in briefings, in tactical field situations, even
in R&D. We should keep in mind this common-concern role
of the CS in evaluating CS foreign collection operations
not just by a CIA but by a community yardstick.

5. In fine, I think we have a good and appropriate
relation with HRG/IRS which can further your aim of im-
proving the intelligence contribution of the CS in meet-
ing the challenges that lie ahead in what concerns the
production responsibilities of DDI and DDS&T offices.

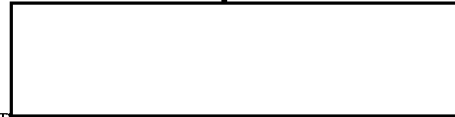
6. As to your suggestion that PGG/IRS help in
determining the value to customers of the finished in-
telligence of production offices, I can only record that
the Clandestine Service has found direct contact with
outside consumer analysts of considerable value in help-
ing adjust focus. I have, as you know, an abiding in-
terest in continuing review of CS operations, both of
their professional conduct and evaluation of their pro-
duction. In order to minimize the stigma of self-criti-
cism, we look outward as much as possible for evaluations
by others and we have established our own staff-level
review mechanisms so that evaluations are performed by

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elements not in the operational line of command. Given the nature of clandestine operations, we cannot go to completely external review and assessment but, over the years, we have reached what I believe is a judicious balance, with even increased emphasis in the past year on external assessment of our product, CS Intelligence Information Reports. Our experience has been that continuing contact with customers (and a feed-back of their comments into our evaluation procedures) contributes to proper targeting and to the elimination of marginal efforts. I am inclined to believe that your suggestion of a similar sampling of customers of finished production might be equally rewarding to DDI and DDS&T.



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Thomas H. Karamessines
Deputy Director for Plans

cc: DDI
DDS&T
IG

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Approved For Release 2004/01/21 : CIA-RDP80B01086A000800450002-4

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

EXTENSION

NO.

Deputy Director for Plans

DATE

24 February 1972

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

Executive Director-Comptroller

RECEIVED

FORWARDED

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TO ER: EXDIR
removed attached
please return
him as a Ref to
DDI response to
his Memo dated 18
Feb. when
received. (b)(6)

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18 February 1972

MEMORANDUM FOR: Deputy Director for Intelligence**SUBJECT : Inspector General's Report of Survey of the
Information Requirements Staff**

1. You have received copies of the Inspector General's report of survey of the Information Requirements Staff. Although the report contains no recommendations requiring response from you, I would welcome any comments you may wish to make concerning the findings and conclusions of the survey.
2. I confess special interest in the potential inherent in the Human Resources Group, working in tandem or in collaboration with DD/P, to focus attention on the important and difficult subject of further improving the intelligence contribution of the Clandestine Service in meeting the challenges that lie ahead. I would appreciate any views on this you might have, together with the DD/P's comments.
3. The Programs Guidance Group has already made a substantial contribution, and I hope its potential will be further developed. In addition to its work in developing an appreciation of the sources on which our production depends, I wonder if it could help in determining the value of our finished production to our customers, working with or through the CCPC and of course whatever vehicle the NSCIC generates. It seems to me that there would be real value in strengthening our own in-house mechanism for testing our production, as we face budget and personnel restraints in the future. The IG and the Office of Planning, Programming and Budgeting will be discussing this further with you.
4. One of the important elements of the future productivity of this staff will lie in its personnel, of course. I would particularly welcome your comments on how you view its future strength (against the other priorities you face) and how its vitality can be sustained through rotation of younger analysts or otherwise. It might be that it

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IRS

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could serve you (and the Agency as a whole) as an originator of new intelligence production concepts as well as a critic of present performance and manager of current requirements.

/s/ W. E. Colby

W. E. Colby
Executive Director-Comptroller

cc: IG
DD/P

WEC:blp

Distribution:

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72-86111

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ST
CO
11
FEB

W. E. Colby
Executive Director-Comptroller

O/IG (8 Feb 72)

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